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**ATTACHMENT 11**

**Public Education Plan**

## **St. Louis I/M Public Relations Plan**

### **TABLE OF CONTENTS**

- I. Strategic Public Relations Objectives**
- II. Short-Term Public Relations Plan**
- III. Target Audiences**
- IV. Special Problems and Challenges**
- V. Selling Messages**
- VI. Communications Tools**
- VII. Promotional Plan**
- VIII. Trade Ally Plan**
- IX. Publicity Plan**
- X. Evaluation Plan**

#### **Appendix list**

##### **Existing**

Appendix A: Allies Matrix

Appendix B: Name Considerations

Appendix C: Public Relations Action Plan- dates and team assignments for each element

##### **Proposed/Needed Appendices**

Program Budget

Media List

Comparison of Emissions Testing Programs and Fees - other states/cities with St. Louis

Materials List

Top 25 St. Louis-based Companies

Air Care PR-team members list

##### **Existing Materials**

Draft Brochure

Draft Fact Sheet

## **I. STRATEGIC PUBLIC RELATIONS OBJECTIVES**

### **A. To clearly communicate the requirements and features of the program as they relate to vehicle owners by:**

- 1. Providing basic information on tests and standards, based on vehicle model years
- 2. Providing information on test fees
- 3. Providing locations and scheduling of test facilities

### **B. To respond to the needs of vehicle owners by:**

- 1. Educating the repair industry and helping to increase the number of recognized emissions repair technicians
- 2. Informing owners of failed vehicles on how to evaluate their mechanics/technicians
- 3. Providing a repair industry report card and/or recognized repair facility list

### **C. To minimize the negative response to the program by:**

- 1. Emphasizing health benefits
- 2. Emphasizing improved vehicle performance and fuel savings
- 3. Creating a link with the Clean Air Partnership and other allies
- 4. Developing programs to alleviate wait times and to communicate "best times for least waiting" for those with special needs
- 5. Producing consumer-friendly reports for owners of all vehicles (pass and fail)

### **D. To be proactive with all communications strategies and efforts by:**

- 1. Closely monitoring the response to the program locally and in other regions and being prepared to respond
- 2. Anticipating questions before they are asked and complaints before they are lodged
- 3. Creating a crisis management plan and process that will help reduce negative publicity should a crisis arise

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### **III. SHORT-TERM PUBLIC RELATIONS PLAN**

#### **A. Purpose**

Although the most active phase of our primary plan is to launch a major public relations campaign about 2-3 months prior to the beginning of testing, this short-term plan is designed to minimize the impact of any potentially negative publicity concerning the implementation of the program.

#### **B. Anticipated Sources of Criticism**

An attack on the program may come from one of the following sources:

1. A reporter follows up on criticism coming from a critical group or a wire story about a suspended or troubled program and begins to draw conclusions about or develop connections to our program
2. Another emissions testing program is suspended and becomes news.
3. A politician or public figure attacks the program based on cost, excessive government interference, or economic discrimination.

To minimize the impact, we must counter each potentially negative criticism with a positive response.

#### **C. Proposed Action**

The key to this plan is in the preparation of its defense. We need to have information available immediately and be prepared with facts.

1. Create a Frequently Asked Questions (FAQ) sheet based on the most often misunderstood components of the I/M 240 test. (This has been drafted.) The FAQ sheet will promote continuity in our responses and will be updated as new questions arise. It should include information about (but not be limited to) the following program issues:
  - a. Program/test reliability
  - b. Program effectiveness
  - c. Justification for costs
  - d. Effect of an emissions subsystem on the performance of an automobile

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e. Station locations and other logistics (when available)

2. Prepare brochure(s) and/or fact sheets for general background

3. Develop a list of spokespersons outside DNR who will support the program. Reporters will be referred to these well-informed spokespersons when appropriate.

4. Defuse situation. Coach spokesperson to focus on the positive benefits of the program rather than countering negatives. Utilize the strength of the existing program and rationale for the program. Areas for focus include:

a. Health impacts of air pollution

b. Program's real impact on air quality as revealed in decrease of exceedances and emissions measurements

c. Experience of St. Louis with emissions inspections (New tests are just "the next step")

d. Good air quality means continued economic growth

e. Positive experience of other states/cities with similar programs

f. Fees are comparable to or lower than fees in other states

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### **III. TARGET AUDIENCES**

#### **A. Broad Audience**

1. St. Louis area residents (residing, working or attending school in St. Louis, St. Louis County, Franklin, Jefferson or St. Charles counties)

#### **B. Specific Audiences**

1. St Louis area vehicle owners (residing, working or attending school in St. Louis, St. Louis County, Franklin, Jefferson or St. Charles counties)
  - a. Vehicle owners (1971 and later vehicles),
    - (1) Vehicle owners requiring I/M 240 emissions inspection (1981 & later vehicles)
    - (2) Owners of older vehicles requiring the idle test (1971-1981 vehicles)
2. Repair industry
  - a. informed and educated; professional
  - b. uninformed; unskilled; ill-equipped
  - c. shade tree mechanics; do-it-yourselfers
  - d. new and used automobile dealers with repair facilities
3. Car Dealers
  - a. new car dealers - MO Automobile Dealers Association
  - b. used car dealers
4. Purchasers of used cars (1971 and later)

5. Owners of failed vehicles

a. initial failures

b. retest failures

(1) waiver applicants

(2) chronic failures; "career vehicle failures"

8. Government officials

a. state legislators

(1) incumbents (who may have some knowledge of the program)

(a) supporters

(b) opposition

(2) newly elected

(a) supporters

(b) opposition

b. elected city officials

c. city staff

d. state staff

(1) Missouri Dept. of Natural Resources

(2) Missouri State Highway Patrol (Dept. of Public Safety)

(3) Missouri Dept. of Transportation

(4) Missouri Dept. Of Revenue

e. Governor's Office

f. County Commissions/Boards of Supervisors

9. Media

a. local print and electronic

b. trade

c. national

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#### **IV. SPECIAL PROBLEMS AND CHALLENGES**

An analysis of real or perceived program weaknesses. Remember: "Things **perceived as real** are **real in their consequences**")

##### **A. Repair Industry**

1. Significant education and training must be accomplished in technical community
2. Technicians need to be up to their task/role in the program with:
  - a. knowledge
  - b. equipment
  - c. desire
3. Auto technician community has a significant record of bad-mouthing programs in other locations
4. There will be a cost to technicians associated with obtaining qualifications for recognition as emissions technicians
5. Consumers have a close relationship with their repair technicians, even if the technician is not qualified
6. Repair industry is perceived to have a low credibility by consumers
7. Repair technicians may perceive the period of time to become "qualified" as too short
8. Occurrences of customer being "ping-ponged" back and forth between the testing facility and the technician is a problem to the technician as well as the motorist.
9. Motorist frustration over higher repair/waiver costs for the failed vehicle may be passed along to the technician
10. "Approved" repair facility list may hurt (or be perceived to hurt) some businesses who are not on it or score low on it
11. An increase in vehicle failure rate may mean a large amount of work for some technicians that are qualified, and little for those without training or tools



## B. Economic Issues

1. Test fees may be perceived as public taxation
2. Public may react negatively to an increased budget for emissions testing program, perceiving it as unneeded government growth
3. Fees will be changed ( just another element for consumer confusion)
4. Fees will be perceived as significantly higher. Even though the **total** fee amounts for **biennial** testing may be less than (or no more than) double the current **annual** amount, the consumer will not likely make this distinction, perceiving it as a doubling of the fee.
5. Fees may have limited options for payment;
6. Fees may be perceived as high compared to other emissions testing programs (Check other states/cities)
5. Fees may be perceived as a means for extracting more money from the consumer
6. Any vehicle damage creates another criticism on economic grounds
8. "Ping-ponging" has direct and indirect costs and inconvenience for the motorist
9. Higher repair costs are a problem to the motorist and also possibly to technician

## C. Station and System

1. Centralized stations are a major change for the program, involving change in the behavior, habits and mind set of every vehicle owner in St. Louis
2. There may be a perceived system inaccuracy, inconsistency, other lack of quality control or perceived lack of competency by station staff
3. The following factors (their presence, lack, how handled, public perception, etc.) will play a **crucial** role in the overall public perception of our program
  - a. wait times and line congestion
  - b. the time necessary for testing
  - c. presence and comfort of waiting booths
  - d. limits to station capacity
  - e. time required to get people in and out

- f. safety issues with entering and exiting vehicles
  - g. **large** amount of test noise
  - h. additional time required/encouraged for owners of failed vehicles to receive additional information
  - i. more failures
  - j. vehicle damage and how it is handled
  - k. equipment failure
  - l. employee/customer relations at
    - (1) test stations
    - (2) hotline
9. New program includes new sources of test failure that may be perceived as "just looking for problems"
- a. transient test
  - b. gas cap function tests, pressure and purge tests, or other tests
  - c. additional emissions element for test failure: NOx (nitrogen oxides)

#### **D. Political Issues**

- 1. National introduction of programs in other states and metro areas creates potential for backlash nationally
- 2. Newly elected officials may not support the program in an attempt to be responsive to angry constituents
- 3. Fees may be perceived as higher taxation
- 4. There is potential for opposition from state officeholders or offices
- 5. Program perceived by some as too much government intervention

#### **E. Value**

- 1. There may be a perceived lack of immediate benefits
- 2. Efforts to date may not have significantly impacted the perception that air quality has been improved

#### **F. General issues creating potential public confusion or criticism**

- 1. Different fees
- 2. Different tests

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3. Timing: questions over when to go
  4. New locations and redirection: questions over where to go
  5. Different reasons for failure
  6. Options on where to go for repair
  6. Higher repair costs
  7. Different waiver/repair costs limits; based on vehicle age
    - a. vehicle failure: owner must do qualifying repairs costing at/above waiver limits
    - b. appropriateness of "qualifying" repairs may be disputed by customer or technician
    - c. stakes & failures are higher; current program has lower waiver limits, fewer failures
    - d. none of these waivers are applicable for tampering; only applicable for non-tampering-related emissions repairs
    - e. Only recognized techs labor costs are counted toward waiver.
  8. For some of the public, there will be a lack of perception of any air quality problem in St. Louis

#### **G. Media Mind Sets**

1. Media can perceive itself as the public advocate, sticking up for the "underdog"
2. Media cynicism: media may inherently distrust information, digging for "something more" that isn't even there
3. Media sensationalism: media may look for conflict over fact or substance, or ignore our story entirely for more sensational material

#### **H. "Special Deals" Cut by Other States**

1. California, Texas and others not implementing I/M 240 program; currently undertaking "hybrid" programs
2. Virginia, Utah and others sticking with decentralized programs
3. Some states using less than I/M 240 test equipment (ASM, loaded mode, R6240, etc)
4. Some states not implementing any inspection & maintenance programs (e.g. choosing to increase industrial controls instead)

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## **V. SELLING MESSAGES**

### **A. Repair Industry**

1. More data is available to help industry diagnose failures and repair problems
2. Program represents business opportunity; shops will get more work from additional failures
3. Appropriate training is available through schools and equipment vendors  
(Workshops giving technicians a general overview are also being considered)
4. Repair Industry Performance Reports will provide businesses usable information about consumer confidence and satisfaction
5. Listing of repair facilities that employ recognized technicians will help direct customers to shops doing emissions work
6. Advisory groups will represent the industry and enlist their recommendations to help solve problems
7. Meetings for the exchange of information and ideas have included and will continue to include industry representatives
8. Health-based mandate is the reason for the program
9. Program is part of the solution for the air quality problem

### **C. Station and System**

1. Customer convenience (station capacity/accessibility) is of the utmost consideration in the design of the program.
2. Testing is now required biennially versus annually
3. Waivers will be available at all test stations
4. Station managers will be at all stations at all operating hours to answer questions
5. Convenient hours - at least 66 hours per week
6. I/M 240 is a more accurate test that better identifies problem vehicles

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7. "Higher tech test for higher tech cars"
  8. Current program has a positive impact, but new program will help provide the 43 percent reduction of hydrocarbon emissions needed to reach clean air standards
  9. Definition of I/M 240
  10. Only half of the vehicle population will be tested each year
  11. The free consumer hotline is available
  12. Reciprocity judgements by DNR will allow comparable tests to apply in Missouri; for testing of Missouri residents who may be out-of-state when registration is due; converse also applies

#### **D. Economic Issues**

1. Test fees will be cost competitive as compared to comparable programs
2. New test can help your mechanic more easily/quickly identify problems leading to more effective repairs
3. Repaired cars have improved fuel economy and performance
4. Program will be helping to make St. Louis more attractive (economic development perspective)
5. Costs associated with tests are far outweighed by cost benefits to public health

#### **E. Political Issues**

1. Program is for the protection of public health
2. Program helps us comply with 1990 Clean Air Act Amendment, therefore meeting health standards
3. Program is crucial to economic development; maintaining quality of life
4. Not additional taxation; fees are required to cover cost of a more effective and enhanced program -- biennial fees will be close to the total amount for 2 years worth of the current annual fees.

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5. St. Louis still has air quality problems; (provide historical perspective: show trends for projected deterioration of air quality)
  6. Program is furthering environmental protection
  7. Program is proactive

#### **F. Value**

1. Repairs bring immediate fuel economy and performance benefits
2. Gross and high polluters are more easily identified
3. Average vehicle will be emitting less pollution
4. National data shows vehicles built in 1981 and later contribute 70 percent of the emissions problem
5. The program is working. St. Louis ozone exceedences have gone from fourteen in 1988 to three in 1996. The emissions testing program, new car technology and vapor recovery combined have contributed to the reduction in air pollution.

#### **G. General Confusion**

1. A consumer hotline will provide accurate waiting time information
2. Extensive training of contractor employees; licensing and certification of employees; periodic performance and auditing of employees -- all will provide expert service
3. Program will assure responsiveness to individual owners
4. Program includes education and training of repair industry
5. Program provides extensive sharing of information and encouragement to provide customer feedback
6. Good customer planning will provide opportunity to minimize wait times ( avoid the last week of the month etc.)
7. Program provides for dissemination of timely and appropriate messages at every step in the process



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8. We provide general reasons for failure and accurate test data; helping you and your repair technician to correct the problem
  9. We'll help you to choose a qualified repair technician

#### **H. Media**

1. Appeal to media's sense of public service, reaching a wide audience with needed information
2. Emphasize health and welfare versus taxation issues
3. Program is central to vital environmental/energy issues

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## **VI. COMMUNICATIONS TOOLS**

### **A. Existing Tools**

#### **1. Printed materials**

- a. initial brochure produced by DNR (first draft 1/97, final layout TBD)
- b. Frequently Asked Questions fact sheet produced by DNR  
(first draft as of 12/96, final draft submitted 1/97)

### **B. New Tools**

#### **1. Consumer Hotline**

A toll-free consumer hotline may be the best available overall tool to use as a primary source of information for the consumer. It has potential to be a very effective information tool for the following reasons:

- a. it provides direct one-on-one customer-based information flow
- b. ease of publicity - can publicize number and accessibility with a simple, single message. Media message construction to promote it is also simple  
(IE. A: Myth; B: Fact; C: for more info, call the hotline at...)
- c. information is spread on a Q&A basis, eliminating construction and dissemination of numerous unneeded or unrequested messages. Exhaustive information can be catalogued and made available to trained hotline staff.
- d. Immediate feedback to program. Categorization of questions by hotline staff can provide the program with instant awareness of common complaints, knowledge of which misinformation needs to be countered in the media, which messages need reinforcement, what problems are being encountered by the motorist, etc.
- e. cost stability - amounts for phone lines, office space, staff are likely to be stable and sustainable from month to month

*\*(Estimated costs : To be determined, RFP draft has cost borne by Contractor)*



## 2. Printed materials

### a. media kit

- (1) hard news press releases
- (2) feature story ideas
- (3) fact sheets
  - (a) initial brochure produced by DNR
  - (b) Frequently Asked Questions fact sheet produced by DNR
  - (c) Health and Air Quality fact sheet
  - (d) maps and addresses for waiver and inspection facilities
  - (e) interpretation of legislation
  - (f) Contractor Company Profile
- (4) Q&A sheet
- (5) graphics
  - (a) charts
  - (b) diagrams
  - (c) photography

### b. Notebook for legislators and other government officials

A three-ring notebook will be assembled using revised or newly created materials. The notebook is designed to keep legislators and other government officials up-to-date on the status of the new program and provide them with the information required to answer questions by constituents. As new material is developed, it will be mailed to each notebook recipient to maintain communications and provide up-to-date information.

### c. bill stuffers

- (1) Gas
- (2) Water
- (3) Phone
  - (Union Electric already ruled out, others also may be, due to postcard format bills)

### d. repair industry newsletter

### e. Registration notifications from MO Dept of Revenue

- a. mailer to accompany registration form

- f. flyer emphasizing program benefits ( i.e "Thanks to you, we'll all breathe a little easier today") to be distributed to each motorist in emissions testing lanes
- g. first failure brochure and second failure brochure
- h. 207 A and B Warranty brochure, emissions warranty program
- i. newsletters published by other state agencies, municipalities, major employers
- j. direct mailings to dealerships and fleets
- k. Spanish (or other) translation

We should evaluate whether it is necessary to provide an alternate language version of any material. Budget restraints will likely limit us to an electronic translated version of a publication (perhaps our initial brochure) available by mail upon request. If so, the English version may include a sentence indicating the brochure as available in Spanish (or other) by calling a phone number. The number could reach an electronic voice mail box (at DNR?) Callers would be instructed to leave a name/address and a translated copy of the document would be sent to the caller.

### 3. advertising

Various types of radio, TV, print, and outdoor display advertising will need to be evaluated for their appropriateness for reaching targeted audiences and their cost effectiveness. Cost samples for possible appropriate advertising venues follow:

#### a. Radio

Radio advertising on traffic reports may target the auto-owner audience for specific messages

(1) Station: **KMOX-AM (AM 1120)**

*Traffic & Weather Together Every Ten Minutes* - sponsorship costs **\$450 per spot** to sponsor 6 reports per week (3 in morning drive, 3 in afternoon). This **\$2,700 weekly** amount must be scheduled a minimum of 13 weeks for a total cost of **\$35,100 for 13 weeks** of morning and afternoon drive time traffic reporting. Sponsors receive a live sponsorship billboard credit at the head of the report and a 60 second spot after its close. Morning spots run between 6:20 and 8:20 a.m., afternoon spots between 4:20 and 5:50 p.m. (Prices researched effective January 1997)

b. Television

TV is the most costly of the potential advertising media

*\* Cost estimates still being researched*

c. Print advertising

*\*(1) St. Louis Post Dispatch*

*Cost estimates still being researched*

d. Outdoor display advertising

*\* Cost estimates still being researched*

4. signage for test stations - station signage will be approved by the Contractor and DNR.

5. posters

the feasibility of a poster drawing contest for children who are seriously impacted by air pollution could be explored. The posters could help decorate station waiting areas. This may be a useful way of including children in our information plan.

6. PSAs - radio, video, print ads

The effectiveness of PSAs is limited due to their unpredictable runs, the complexity of the program and the lack of specific targeted audiences. PSAs may be used to effectively maintain specific ideas about the program. (i.e. when to go, what to bring, call the hotline, etc.) rather than to introduce the new program.

7. Yellow Pages

A request might be made to include a map of emissions testing stations and the number of the hotline in the Easy Reference Guide section of the Yellow Pages.

8. Internet and Worldwide Web

We should explore the possibility of setting up a homepage for the program, and

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all appropriate print materials should be made available. If it is impractical to set up an individual homepage, we should create a page under DNR/APCP. A serious effort should be made to solicit and create page links to and from the pages of other organizations and allies.

8. Other

a. programs, workshops and activities conducted by private/public sector partners

DNR could provide grants or sub-grants for the I/M related outreach programs and activities of the St. Louis Clean Air Partnership, its members or other private/public sector groups or entities

b. repair technicians workshops

DNR may receive federal grant for technician workshops on the test process and repair diagnosis. Information concerning the program and its impact on the repair industry would be distributed at each workshop; future handout information would include diagnostic hints and test readings.

c. speaker's bureau

develop a speech, slide show and procedure for arranging speakers for business and civic groups

d. videos

videos may be developed as training tools for the repair industry

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## **VII. PROMOTIONAL PLAN**

### **A. Incentives**

#### **1. Contest or drawing as an incentive**

The idea for a contest or drawing for a prize as an incentive to read publicity materials is likely inappropriate. A government organization using taxpayer's money should not sponsor prize giveaways.

#### **2. Recognized Repair Facility List and Repair Industry Performance Report**

Repair facilities will realize the importance of the Recognized Repair Facility List. The majority of their emissions-related business may come from being on the list. Once the Repair Industry Performance Report becomes active, it will be an incentive to repair autos in one visit.

### **B. Special Events**

#### **1. Automotive Service Association (ASA) competition**

Awareness of the new program could be enhanced through the support of an ASA competition for students or practicing techs that focuses on an emissions related problem. Such a competition also would generate positive publicity for the program.

#### **2. Media briefing and test demonstration**

A media briefing and test demonstration scheduled as a media kickoff event would give reporters a first-hand look at a test station and the procedure for a complete test. An offer to test reporters'/stations' automobiles for free would further involve the media.

#### **3. Press conferences**

Regular (at first, perhaps daily ) conferences for the St. Louis media will be important in order to provide both frequent updates and a sense of excitement about the success of the program, especially in the early days of testing

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4. Take advantage of existing events that attract large groups of people

Setting up a booth at a special event to disseminate information about the emissions testing program is a possible valuable tool. The value being actively seen in the community must be evaluated against its problems, including a lack of personnel to staff a booth and determining specific messages for the event.

5. Workshops/Seminars

a. Repair industry

Possible workshops, designed to provide auto repair technicians introductory information about the new emissions testing program  
Flyers promoting the workshops must be produced and distributed

**C. Speaking Engagements**

1. Speakers Bureau

Develop speech, slide show and procedure for arranging speakers for business and civic groups to explain the new program and its benefits.

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## VIII. TRADE ALLY PLAN

### **A. Identification of Allies**

(current IMPAC Participants in **Bold Print**, others listed as prospective allies)

#### **1. Health-Related Organizations**

- a. American Lung Association of Eastern Missouri**
- b. American Heart Association - St. Louis Chapter
- c. St. Louis Metropolitan Medical Society/AMA
- d. **Washington University** School of Medicine
- e. OTHERS:
  - (1) Hospitals
  - (2) clinics
  - (3) doctors

#### **2. Auto Industry Associations and Businesses**

- a. AAA**
- b. Automotive Service Association (ASA)**
- c. Automotive Service Excellence/NAI (ASE)**
- d. Missouri Automobile Dealers Association (MADA)**
- e. American Auto Manufacturers Association (AAMA)**
- f. Missouri Tire Dealers Association (MTDA)**
- g. Greater St. Louis Auto Dealers Association (GSLADA)**
- h. Auto Parts and Equipment Dealers
  - (1) All Pro
  - (2) Auto Value
  - (3) Auto Zone
  - (4) Carquest
  - (5) NAPA
  - (6) Western Auto
  - (7) Others

#### **1. Auto Tool Dealers**

- (1) Sun/Snap-On
- (2) Automotive Diagnostics
- (3) Automotive Technology
- (4) Analyzed Electronics
- (5) Hunter Engineering
- (6) MAC Tools
- (7) MATCO Tools



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3. City Governments and Officials
    - a. City of St. Louis
      - (1) Mayor's Office
      - (2) St. Louis City Air Pollution Control
  4. County Governments and Officials
    - a. St. Louis County
    - b. St. Charles County
    - c. Jefferson County
    - d. Franklin County
  5. State Government Officials and Departments
    - a. Missouri
      - (1) Department of Natural Resources
      - (2) Missouri Department of Revenue
      - (3) Missouri Department of Transportation
      - (4) Missouri Office of Attorney General
      - (5) Missouri State Highway Patrol
      - (6) Missouri State House of Representatives
      - (7) Missouri State Senate
    - b. Illinois
      - (1) Illinois EPA
  6. United States Government Officials and Departments
    - a. U.S. Environmental Protection Agency - Region 7
    - b. EPA -Office of Mobile sources (D.C. and Ann Arbor, MI, offices)
  7. Environmental Organizations and Associations
    - a. St. Louis Regional Clean Air Partnership
    - b. Missouri Coalition for the Environment
    - c. Sierra Club
  8. Governmental Associations
    - a. East-West Gateway Coordinating Council
    - b. St. Louis County Municipal League
  9. Chambers of Commerce
    - a. Missouri Chamber of Commerce
    - b. local Chamber(s) of Commerce
  10. Economic Development Organizations
    - a. Regional Commerce and Growth Association (RCGA)
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11. Learning Institutions

a. Community Colleges

(1) **Forest Park Community College**

b. Vocational/Technical Schools

(1) **Ranken Technical College**

c. Colleges and Universities

(1) **Washington University**

(2) St. Louis University

(3) University of Missouri - St. Louis

12. Commercial Organizations

a. **Associated General Contractors (AGC)**

b. **Missouri Petroleum Marketers Association (MPMA)**

13. Labor organizations

a. **Machinists and Aerospace Workers Union**

14. Media Organizations and Companies

a. Print Media

(1) St. Louis Post Dispatch

b. Electronic Media

(1) Television (see Media List appendix)

(2) Radio (see Media List appendix)

15. Individual Companies and Businesses

a. **Union Electric**

b. enlist individual partnerships w/ largest companies

16. Business Organizations

a. Kiwanis

b. Rotary

c. Exchange Club

16. Homeowners Associations

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## **B. Programs to be Explored with Allies**

Develop activities with allies to enhance their knowledge of the program and its health benefits, create goodwill and anticipate and correct any potential misunderstandings.

1. Newsletters  
Provide information about program for publication in the organization's newsletters.
  2. Speaking at meetings  
Encourage the use of the speaker's bureau to disseminate information and answer questions.
  3. Cooperative advertising programs  
Explore sponsorship opportunities with high profile special events.
  4. Distribution of printed materials/bill and pay check stuffers
  5. Ads & PSA's  
Explore future partnerships in developing advertising and PSA's
  6. Feedback from constituents  
Record feedback from constituents to enhance future communications.
  7. Editorial endorsements and support  
Meet with editorial boards to inform them of the new program, its benefits and to solicit their support.
  8. Group endorsements  
Solicit groups for their endorsement of the new program and its benefits for St. Louis' quality of life.
  9. Participation in employee/public events  
Participation in public events will be limited during the introductory phase of the program due to lack of personnel and the complexity of the program.
  10. Cooperative media stories  
Work with the repair industry and health care industry in developing feature story angles.
  11. Identify and prepare credible spokespersons
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### **C. Mutual Benefits**

1. Health benefits
2. Repair and parts industry have inherent economic incentives
3. Public service - valuable, timely and helpful information
4. Promotion of critical quality of life issues and proposed remedies - "We're all in this together"
5. Green issues
6. New niche/source of helpful information for media
7. Shared customers/reduced confusion
8. Mo. Dept. Of Revenue: promotes enhanced registration and enforcement

### **D. Other Critical Issues**

1. Summer ozone season  
Our media blitz should take advantage of the period of high ozone levels usually experienced in mid-to-late summer

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## **IX. PUBLICITY PLAN**

### **A. Strategy**

#### **1. Control the timing of media exposure**

Electronic and print media will be queried for coverage opportunities ASAP as soon as content of the initial FAQ document is approved by DNR for distribution. Early media presence should be maximized to avoid public perception that the program has been suddenly thrust upon it.

To maximize the impact of publicity, a final concentration of media activity should be cultivated beginning 2-3 months prior to the start of testing. If timing is practical, we may consider an attempt to time a blitz during a time when there is a lack of hard news, such as a holiday. This could result in greater media exposure.

#### **2. Develop a short-term PR plan**

Although the primary thrust of PR activity will be the major public relations campaign in the 2 to 3 months before testing begins, a short-term public relations plan has been developed to minimize the impact of any potentially negative publicity concerning the implementation of the program.

Designated spokespersons should be accessible at all times of the day.

#### **3. Query the media with feature story ideas**

The heaviest phase of media activity, to begin 2 to 3 months prior to testing, involves the generation of feature stories by querying members of the media with story ideas about the new program. Spokespersons outside of the contractor and DNR should be arranged for each specific story idea and provided with facts, history and statistics to answer questions for the following stories:

##### **a. Health and air quality**

What is the impact of pollution on our quality of life? How does air quality effect our health?

b. Experienced auto emissions program in St. Louis

St. Louis is experienced in operating an auto emissions testing program. The current program has its flaws - the new program represents major improvements in identifying autos that are polluting the air. ( risks: message of "new and improved" takes delicate handling to avoid interpretation by critics as "we're trying to fix a lot of mistakes")

c. High-tech technicians/mechanics for high-tech vehicles

To repair the modern computer-controlled automobile, technicians must understand electronics as well as auto mechanics. What kind of training do auto technicians require and how will the new program impact the auto repair industry?

d. Who is polluting the air?

What are the facts about who is polluting the air? What is air pollution comprised of and how much does auto emissions contribute to air pollution?

e. Good air essential to economic development

High quality air is essential to the economic growth of the St. Louis area. Companies interested in relocating or expanding rank quality of life, and the quality of the air as important site selection factors. If national air quality standards are not adhered to, the EPA could block the operations of new businesses if they contribute to air pollution.

f. St. Louis one of numerous areas launching new automobile emissions programs

Why is St. Louis one of the cities/areas launching a new emissions testing program? What other areas similar to St. Louis are implementing one? How are we special? What is the state and the St. Louis doing to prepare for the improved emissions testing and what does it entail?

4. Make talk show appearances

Query KMOX, KSD, and other radio stations concerning talk show appearances to outline the new program.

5. Make morning show appearances

Query producers of TV morning shows concerning appearances on the shows to outline the new IM 240 emissions testing program.

6. Conduct media briefing and test demonstration

The primary "media event", a media briefing and demonstration would introduce the program to the media. Reporters will be provided with a media kit to include a hard news press release, fact sheets on the program, fact sheets on health and air quality and a Q&A sheet. Stations would be offered an opportunity to have their station news vehicle (s) tested for free.

a. Hard news angles

- (1) introduction of the new program
- (2) fees
- (3) starting date; when to go
- (4) who it affects
- (5) what it is - definition of I/M 240
- (6) additional lanes, stations
- (7) biennial
- (8) recognized repair facilities
- (9) air quality violations

7. Meet with editorial boards

Meet with editorial boards of the major newspapers to inform them of the new program and its benefits to St. Louis.

**B. Targeted Media**

- 1. (Refer to Media List in Appendix)

**C. Crisis Management Plan**

1. Definition of crisis

- a. negative publicity resulting from complaints or perceived problems with the program

- (1) long lines
- (2) long wait times

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- (3) high failures
  - (4) inaccuracy of testing
  - (5) repair industry ineffectiveness
  - (6) incompetent technicians/inadequate facilities
  - (7) suspension or major problems with programs in other states where constituents/media become suspect of our program

- b. citizen or legislative initiative to repeal the program
- c. charge of environmental racism
- d. fraud
- e. on-site emergencies
- f. expect challenges to the program

## 2. Procedures

- a. Problem is identified and lead PI team members and DNR APCP are contacted; Team develops proposed strategies and coordinates team meeting or conference call
- b. Meeting/conference call convened with Contractor, Station Manager, DNR/APCP and other team members. Spokesperson identified.
- c. Identify contact list for purpose of internal communication; communicate strategy
- d. Execute strategy; respond to media
- e. Phone number and fax number lists will be used only for internal use.



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## **X. EVALUATION PLAN**

### **A. Criteria**

An ongoing and thorough evaluation of our public relations efforts is vital to the success of those efforts and to the overall success of the program. Elements we will need to take into account as we continually monitor and evaluate our needs, problems and successes are:

1. The clarity of assignments, roles and responsibilities of team members
2. Monitoring of program data (contractor should provide most of this data, per contract requirements), such as:
  - a. wait times
  - b. traffic volumes at select stations
  - c. number of negative calls/complaints to hotline
  - d. number of owners turned away at the station due to confusion
  - e. polling zip codes of select stations to determine where people are coming from
  - f. Success of repair industry-, monitoring of retest pass/failure rate
3. Evaluation of publicity/complexion of media reports (negative vs. positive; clarity of messages)
4. Highest and best use of our resources (money, time and personnel)
5. Monitoring of our action plan; on-time and within budget

### **B. Process**

This monitoring will be accomplished through sharing and evaluating the above information at:

1. Regular meetings
  - a. every two weeks - planning phase
  - b. every week - coordination and implementation
  - c. every week - monitoring
  - d. every two weeks - TBD (to be determined)
  - e. monthly - TBD
  - f. Quarterly - TBD



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## **APPENDIX A : ALLIES MATRIX**

Spokespersons and contact lists should be compiled for each ally verified as participating in some way

### **ALLIES**

### **POTENTIAL SUPPORT & PARTICIPATION**

#### **Air Quality Groups**

Clean Air Partnership	Distribution of consumer-oriented materials
Regional Public Transportation Authority	Distribution of consumer-oriented materials
Trip Reduction Program	Distribution of consumer-oriented materials

#### **Auto Repair Industry**

American Automotive Association (AAA)	Publish articles in newsletter; distribute consumer-oriented materials
Automotive Service Association(ASA)	Write monthly column in newsletter; cross-promotional competition; insert in newsletter
Automotive Service Excellence/NAI (ASE)	Certification, preprogrammed literature

#### **Auto Dealer's Associations**

#### **Auto Parts Equipment Dealers**

Sun/Snap-on, Automotive Diagnostics, etc.	Distribution of consumer oriented information, posters and point-of-purchase materials. Distribution of information to trade technicians/repair shops. Training/use of classroom facilities
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#### **Business Organizations**

Kiwanis Club Rotary Club, etc.	Speaking engagements; distribution of consumer-oriented information; newsletters
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### **Economic Development Groups**

Missouri Chamber of Commerce	Newsletter, quotes supporting program
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Missouri Dept. of Economic Development	Newsletter, quotes supporting program
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### **Environmental Groups**

Sierra Club Coalition for the Environment	Newsletter, quotes supporting program
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### **Educational Institutions**

Forest Park Community College	Repair industry training, distribution of information to repair facilities
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Ranken Technical College	Repair industry training; distribution of information to repair facilities
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### **Health-related Organizations**

American Lung Association	Cooperative publicity opportunities; newsletters
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American Heart Association	Cooperative publicity opportunities; newsletters
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St. Louis Metropolitan Medical Society/AMA	Cooperative publicity opportunities, newsletters
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Hospitals	Cooperative publicity opportunities; poster-painting contest
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### **Government**

Senators, Representatives Congressmen, Governor, etc.	Quotes for the press
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**Major Employers**

Newsletters; bill stuffers; speaking engagements

**Media**

TV, Radio, Newspapers      Editorial support

**Others**

Public Libraries      Distribution of consumer-oriented information

Homeowners Associations      Distribution of consumer-oriented information

East-West Gateway      List of major employers

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## **APPENDIX B: PROGRAM NAME CONSIDERATIONS**

It is important for the program to decide soon if it will adopt an "official" name. It may be helpful for the program to adopt such a name to help convey a sense of professional identity to the public. Here are samples of different approaches by other states:

Texas: *Texas Air Care*  
British Columbia: *AirCare* (shows as *registered*)  
California: *Smog Check*, *Smog Check II*  
Ohio: *Ohio ECheck*  
Arizona: *Arizona Vehicle Inspection Program*  
Illinois: *Vehicle Emissions Test Program*, also an entity called *Air Team*)  
Colorado: *AirCare Colorado*  
Maine: *CarTest*

### **Common elements and their communicative strengths**

A simple compound word (*AirCare*, *Echeck*, *CarTest*) is catchy and memorable, also perhaps inferring a simplicity for the program itself. The compound *AirCare* is often used, perhaps overly so. *Air* is a natural element communicating a focus on the air rather than the vehicle, while *CarTest* is functional and focuses on the vehicle. Using the state name in combination with a trademark name lends a local flavor and geographic identity/pride. The words test and check communicate inspection as the nature of the program.

### **Brainstorming**

Here are samples for evaluation focusing on various communication elements. They have all been written as double-capitalized compounds (ala *AirCare*). Any may be considered in double-word form (*Air Care*) or single compound form (*Aircare*).

#### **Air and Proactivity or Function**

*AirCheck*, *AirCare*, *AirAction*, *AirRepair*, *SkyCheck*, *SkyCare*, *SkyClean*,

#### **Environment**

*EnviroClean*, *EnviroCheck*, *Echeck*, *Etest*, *Ecare* (all may be too uncomfortably close to *Envirotest*, the name of a primary contractor in this business)

#### **Vehicle and Inspection**

*CarCare*, *CarCheck*, *CarTest*, *CarProbe*, *AutoCheck*, *AutoTest*, *AutoProbe*, *AutoAction*

#### **Missouri with some of above**

*AirCare Missouri*, *Missouri CarCare*, *Aircheck Missouri*, *MO Betta' Air* (joke...),

### **APPENDIX C: PUBLIC RELATIONS ACTION PLAN**

Last updated 3/20/97 by Kerry Cordray, APCP (Most prospective dates still TBD till plan has final DNR approval)

<b>ACTIVITY</b>	<b>START DATE</b>	<b>DUE DATE</b>	<b>Responsible party</b>	<b>Project status</b>
Draft comprehensive internal Q& A sheet for use by team spokespersons	Dec. 1996	Dec 12, 1996	APCP - K. Cordray	Submitted for DNR approval 12/96
Draft I/M 240 brochure/fact sheet (first draft 12/96 - awaits FAQ approval before final draft and layout)	Dec 1996	Dec 12, 1996	APCP- K. Cordray	First Draft Complete
Draft PR plan	Dec. 19 1996	Jan. 10	APCP- K. Cordray	draft submitted for DNR PI review
Draft short term public relations plan	Jan. 7	Jan. 10	APCP- K. Cordray	Complete
Establish crisis management plan	Jan. 7	Jan 10	APCP- K. Cordray	Drafted 1/97
Finalize FAQ document for external use (media and legislative)	Jan 1997	Feb 7	APCP- K. Cordray	DNR review in progress
Compile list of names, telephone, cellular, pager and fax numbers of designated spokespersons	Feb 1997	TBD	APCP- K. Cordray	
Research opportunities and costs for advertising with radio traffic reports, St. Louis Post-Dispatch, Television, and outdoor advertising	Jan 1997	TBD	APCP- K. Cordray	In Progress
Research opportunity and deadline to place map in public service section of the Yellow Pages	ASAP	TRD	APCP- K. Cordray	
<b><u>CONTRACT AWARDED</u></b>	<b><u>Current target - June 97</u></b>	<b><u>1 year prior to testing</u></b>	<b><u>DNR/APCP</u></b>	

ACTIVITY	START DATE	DUE DATE	Responsible party	Project status
Designate members of PR team, comprised of representatives from DNR, APCP, Contractor, and PR Agency/Consultants	Contract awarded	1 mo after contract awarded	DNR, APCP, Contractor	
<b>Revise and Approve PR/Media Plan</b>	<b>1 mo after contract award</b>	<b>1 mo after start date</b>	<b>PR Team Members</b>	
Research comparative fees of the program compared to those in other metro areas	TBD	TBD	PR Team Member	
Identify targeted corporate newsletters	TBD	TBD	PR Team Member	
Identify media to be targeted, to include local print & electronic, trade, and national, and compile list	TBD	TBD	PR Team Member	
Prepare list of vocational schools and community colleges where repair technicians can receive additional training	TBD	TBD	PR Team Member	
Prepare hard news press release announcing new program	TBD	TBD	PR Team Member	
Prepare query letters and story ideas to be issued to select reporters	TBD	TBD	PR Team Member	
Prepare copy for Vehicle Inspection Program Guide	TBD	TBD	PR Team Member	
Prepare first and second failure brochures	TBD	TBD	PR Team Member	
Enlist experts in the automotive repair industry to act as sources for reporters.	TBD	TBD	PR Team Member	
Enlist experts in the health care industry to act as sources for reporters.	TBD	TBD	PR Team Member	
Prepare new fact sheet about health benefits of improving air quality	TBD	TBD	PR Team Member	



ACTIVITY	START DATE	DUE DATE	Responsible party	Project status
Determine feasibility of utilizing children in communication plan; if so, develop campaign strategies for development of posters or other materials	TBD	TBD	PR Team Member	
Investigate possibility of developing emission oriented ASA competition	TBD	TBD	PR Team Member	
Select and prepare published articles for reprints, to be used in legislative notebook	TBD	TBD	PR Team Member	
Develop Fleet/Dealer fact sheet	TBD	TBD	PR Team Member	
Conduct focus groups to enlist feedback and test clarity of messages	when drafts are done	ongoing	PR Team Members	
<b>Establish speakers bureau, develop speech outline and slide show</b>	TBD	4-6 mo prior to testing	<b>PR Team Members</b>	
Research potential speaking engagements	TBD	ongoing - up to start of testing	PR Team Member	
Design and produce printed materials	TBD	TBD	PR Team Members	
Secure dates, times and locations and number of attendees for repair technicians workshops	TBD	TBD	PR Team Member	
Prepare information for use by Consumer Hotline Operators	TBD	TBD	PR Team Member	
Prepare folders for general use (media kit, handouts etc.)	TBD	TBD	PR Team Member	
Assemble three-ring Legislative/Government notebook to aid legislators and other government officials, to include Q&A, easy to read materials, etc.	TBD	TBD	PR Team Member	
Begin Training of hotline staff	TBD	TBD		

ACTIVITY	START DATE	DUE DATE	Responsible party	Project status
<b>Hotline active</b>	TBD	Draft RFP - DL of 3 mo prior to tests	Draft RFP makes Contractor responsible	
Distribute hard news press release to be included in company newsletters	TBD	TBD	PR Team Member	
Prepare media alert concerning media briefing and demonstration of I/M 240 tests	TBD	TBD	PR Team Member	
Assemble media kit, to include hard news press release, fact sheets, Q&A, photo, and sample test report (to distribute at briefing)	TBD	TBD	PR Team Members	
Issue query letters and feature story ideas to print, TV and news/talk radio	TBD	TBD	PR Team Members	
Begin querying radio and TV concerning radio and TV talk/morning show appearances outlining the new program	TBD	TBD	PR Team Member	
Follow up with reporters concerning story ideas	2 days after sending	TBD	PR Team Member	
Plan /coordinate I/M 240 media briefing and demo to be held on 2 weeks prior to testing	TBD	TBD	PR Team Members	
"Dress Rehearsal" for media briefing	TBD	1 week prior to briefing	PR Team Members	
Distribute Legislative/Government Handbook to key people	TBD	1-2 wks prior to briefing	PR Team Member	
Issue media alert concerning media briefing and test demonstration	TBD	1-2 wks prior to briefing	All PR Team Members	
Follow up with reporters concerning media briefing	TBD	day prior to event	PR Team Member	



ACTIVITY	START DATE	DUE DATE	Responsible party	Project status
<b><u>Hold I/M 240 media briefing and demonstration. Distribute media kit at event</u></b>	TBD	<b><u>2 weeks before testing</u></b>	All PR Team Members	
Distribute media kit to members of press who did not attend the media briefing and demonstration	TBD	day after briefing	PR Team Member	
Follow up with reporters concerning media kits distributed after media briefing/demo	2 days after briefing	1 wk after briefing	PR Team Member	
Establish advisory groups for hotline(s)	TBD	TBD	PR Team	
Establish and make available to citizens the Recognized Repair Facility List	TBD	TBD	PR Team Member	
<b><u>Stations Open - Testing Begins</u></b>	<b><u>Current target - April 98</u></b>			
<b><u>Program fully operational</u></b>	<b><u>Current target - Aug. 98</u></b>			
Develop Repair Industry Performance Report	After testing starts	TBD	PR Team Member	